

# MANUFACTURING EXTENSION PARTNERSHIP

## Success Stories from the Field

### Glenmac Inc

#### North Dakota Manufacturing Extension Partnership

#### Glenmac Improves Efficiency While Boosting Employee Morale

##### Client Profile:

Glenmac, Inc. is a leading provider of high-quality beach cleaning and landscaping equipment used around the world. Based in Jamestown, North Dakota, the company has evolved over three decades into a multi-plant operation in North Dakota and Minnesota. Glenmac currently employs 85 people and produces 24 products sold on six continents.

##### Situation:

Glenmac recognized that to remain competitive in global markets, it must continually seek ways to improve efficiency through increased employee involvement in daily operations. While Glenmac already viewed itself as an efficient operation, the company's chief executive officer decided to implement lean manufacturing practices to take the company to the next performance level. Glenmac sought the assistance of the North Dakota Manufacturing Extension Partnership (NDMEP), a NIST MEP network affiliate, to guide it through a lean transformation.

##### Solution:

As a first step in the process, the NDMEP worked with Glenmac's management to introduce the principles of lean manufacturing to key employees. NDMEP presented a Lean 101 workshop that provided all team members with the knowledge and tools necessary to advance to the next stage of lean transformation. In August 2002, NDMEP's manufacturing specialists presented a week-long, in-depth value stream mapping session at the Jamestown plant. Value stream mapping creates a visual chart of every step in the manufacturing process and helps companies identify areas of inefficiency. At the end of the mapping exercise, a company has created an action plan to address each area of improvement. All Glenmac employees participated in the mapping project and suggested improvements at their individual workstations. As a result, assembly parts are now located where they are used, in-plant transportation has been reduced by opening a pass through the wall between two operations, and machine operators are performing equipment maintenance daily. These are three of 27 action items that Glenmac's employees identified and resolved. The company has seen an increase in labor efficiency and space utilization, and its employees take pride in constantly improving processes.

##### Results:

[www.mep.nist.gov](http://www.mep.nist.gov)



NIST is an agency of the U.S. Commerce Department's Technology Administration

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Increased productivity and reduced floor time on the total assembly of a run, saving more than \$50,000.

Eliminated traffic jams.

Avoided adding another shift time by becoming more efficient.

Encouraged a sense of teamwork.

### **Testimonial:**

"For years, North Dakota's manufacturers wanted a resource such as the North Dakota Manufacturing Extension Partnership. Their help is vital to sustaining our growth."

Mac McPherson, CEO